

LB Merton Street Cleansing Local Improvement Plan

Background:

The waste and street cleansing service was scrutinised by the Sustainable Communities Overview and Scrutiny Panel on Tuesday, 3 September 2019. Veolia presented the progress currently made across the borough and noted the improvements still required in the street cleansing standards being delivered in some areas of the borough of Merton. Particularly, the Wards in the east of the borough around Mitcham were initially prioritised.

Prior to the meeting, Scott Edgell - General Manager for South London - attended a 'street inspection drive around' with the Cabinet Member for Adult Social Care, Health and the Environment, the Director of Environment & Regeneration and the Assistant Director of Public Space on Friday, August 30th 2019.

A localised plan to address improvements was offered during the committee meeting with the aim of improving the outcomes as observed during the inspection. Veolia has commenced a number of interdependent initiatives that make up the Local Improvement Plan (LIP). Those initiatives include;

- Changes to the supervisory structure
- Training, retraining and measuring of the on-street staff
- Changes to the routes for the on street staff
- Deep cleansing area by area
- Future initiatives
 - Mitcham sub-depot
 - Mechanical pavement sweeper trial
 - PROWs

Changes to the supervisory structure

From September 23rd there has been an additional Environmental Manager (EM) assigned to the East of the Borough. Their duties are focused on the barrow sweepers, ensuring that they are using the correct equipment at all times - litter pickers have been removed from all barrow sweepers except those in Town Centres to improve sweeping outputs and emphasis has been given to the green-bagged arisings to ensure only in the designated drop off points are used. In addition, added focus has been given to tree-base cleansing activities, weeding and detritus removal from footways and channels.

The additional EM is further supplemented by a Foreperson to ensure that each of the barrow sweepers are using the correct equipment, the Foreperson will drive standards -

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measured against the Veolia training manual for street sweeping - and ensure that each of the barrow sweepers are adhering to their schedules and/or identify the areas within their schedules that require attention (see below).

Training, retraining and measuring the on street staff

Following contract improvement discussions in July 2019, each of the barrow sweeping staff across the contract have been re-inducted, supported by the SLWP manual. All of the barrow sweepers - except those in town centres - had their litter pickers removed and were informed that if standards did not improve, they would be subject to a personal Performance Improvement Plan (PIP).

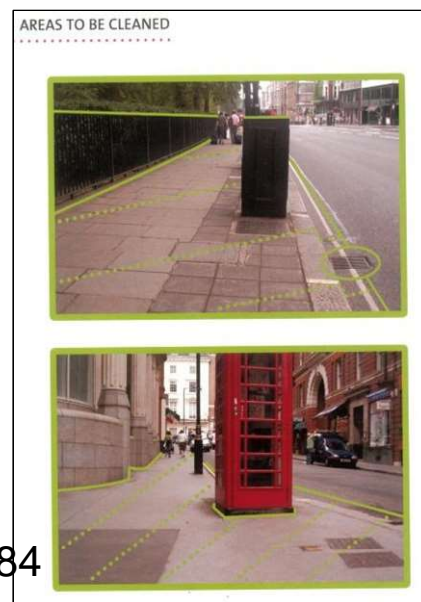
PIPs measure performance over a 12 week period with appraisals within the timeframe and if staff do not raise their output to the expected levels after 12 weeks, duties are amended or ultimately the staff may leave the business.

Part of a PIP is having measurable outputs for the staff to achieve. It is important to note that Veolia have utilised street cleansing manuals for other contracts and have now adopted this practice for the SLWP in order to establish improved baseline services.

The SLWP manual covers generic practices like booking on shift and PPE standards but also covers sweeping task specific items such as;

- The barrow and the use of the tools provided
- Areas to be cleaned
- The required quality of cleansing
- Wheeling and parking the barrow

Images from the manual.



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Images from the manual



Each of the staff during their re-inductions had the expectations of them reinforced. Each staff member will also receive a copy of the SLWP manual and will sign to say they have received them and that they understand the requirements of the manual with regards to cleansing practices and quality. Ultimately, those staff that repeatedly fail to meet the requirements will be assigned to other duties or leave the business.

Changes to the routes for the on-street staff

The allocation of resources across the Central & East of the borough was reviewed. The Pollards Hill Ward was identified as an area of concern. The resources within the Ward were completely re-routed as the area was effectively split into two. The maps on the attached appendix illustrate how the Ward was allocated before the changes and the new 'beats' for the sweepers to cover following the review.

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Deep cleansing area by area

We have assisted the barrow sweepers by carrying out 'deep cleanses' to bring the footways and channels to a point where the barrow sweepers will be in a position to maintain the standards on their next visits without assistance.

The areas designated for deep cleanses in the first phase are;

- The Pollards Hill ward
- The Eastfields area within the Figges Marsh Ward and then;
- The Graveney Ward

Upon the completion of the current deep cleanse programme the resources and requirement will be reviewed according to local requirements and identified 'hot spots'.

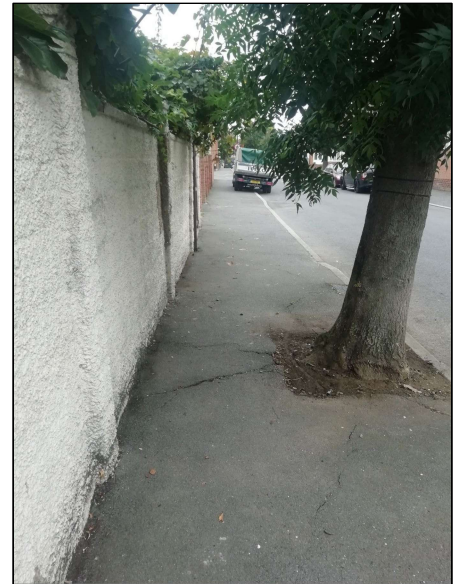
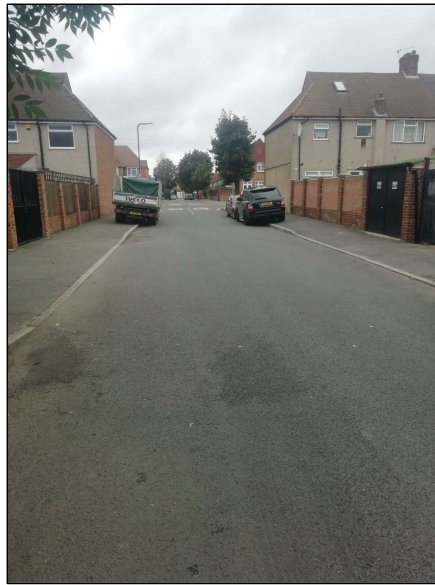
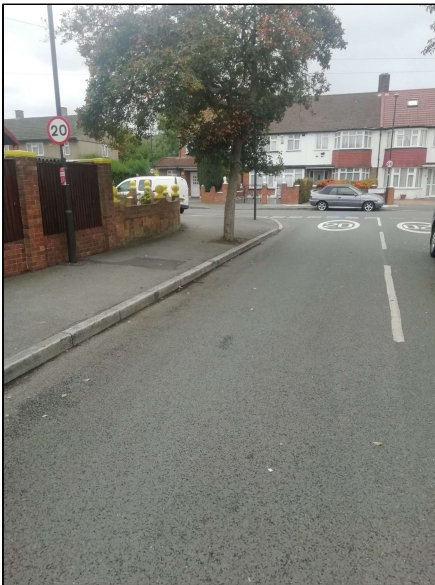
Below are images following the deep cleansing activities carried out in the Pollards Hill ward.

Berkshire Way



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Conway Gardens

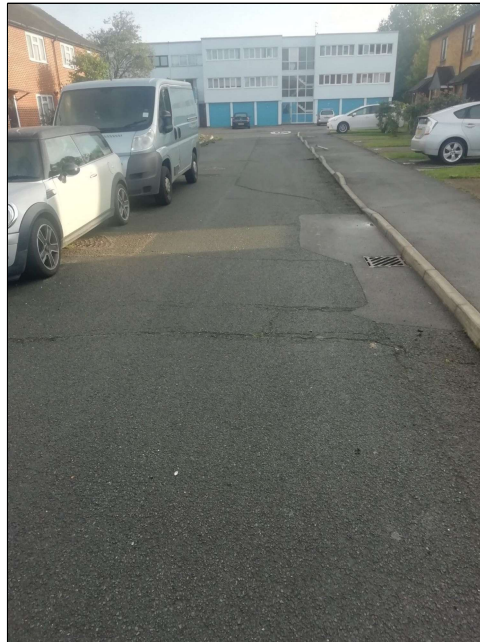


Lancaster Avenue

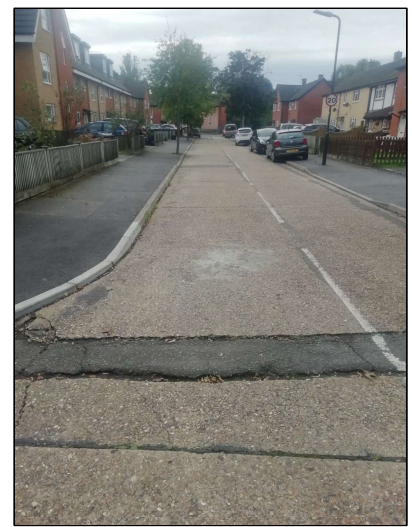
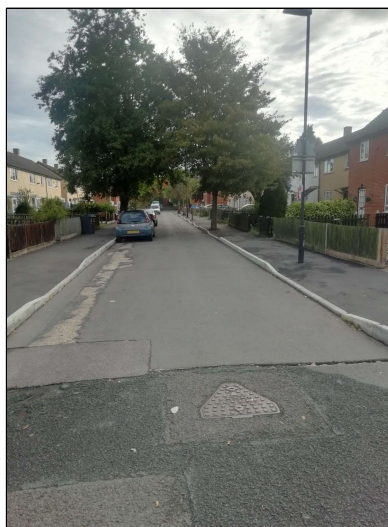
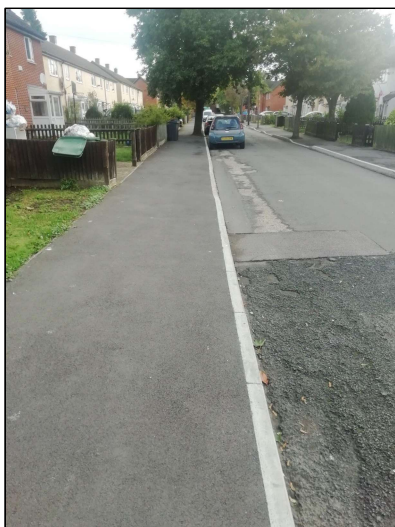


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Middlesex Road



Northumberland Gardens / Southampton Gardens



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Tavistock Crescent



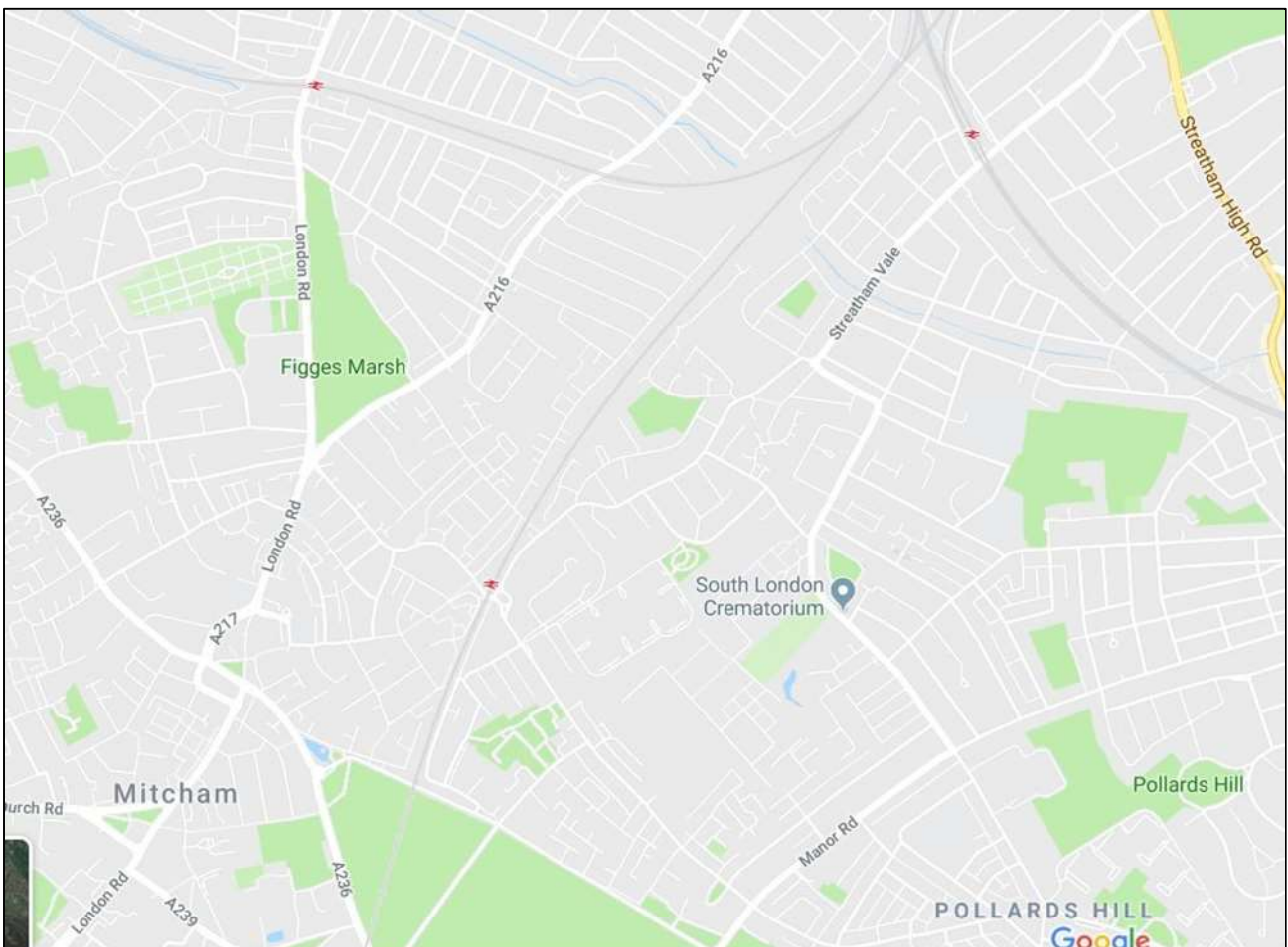
Yorkshire Road



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Future Initiatives

Within the LIP Veolia expressed a desire to work with LB Merton and identify a site for a Mitcham 'sub depot' at the London Road Cemetery to improve presence and the service's ability to respond to local issues.



Veolia's objectives for a sub-depot

- To create a cleansing 'Village' with local buy-in from the staff and public alike
- Infrastructure - Veolia will provide a temporary office building if a chosen sites can accommodate.
 - It is intended that an office will allow staff to meet their managers within their area of works rather than travelling to Lower Morden
 - This building would also be the home of the "Mitcham Village Surgery" where - by appointment - members of the public could meet the local management and officers to address any local concerns and effect faster remedies.
- Safe overnight storage for street cleansing lorries.
- The potential for an off-street store for green-bagged arisings

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- 20m³ RORO bin to be installed if the site can accommodate.
- An area mobilisation and debrief point for;
 - Local barrows
 - Compact and subcompact mechanical sweepers and;
- An area to potential accommodate a tipping point for subcompact mechanical sweepers to improve the productivity of this equipment.

Allowing for some of the resources to be mobilised from within Mitcham will allow them to spend less time travelling and more time working in the Town Centre areas before the 08:00 threshold to achieve 'Grade A'.

The ability to tip 'on-site' and will further reduce 'down time' for any subcompact mechanical sweepers we mobilise from the site and thus increase their output.

The generation and storage of green sacks by barrow sweepers has been a discussion point since the start of the contract. Dependent on the location of any sub depot in relation to the sweeping rounds, one or more barrow sweepers would have the opportunity to store their arisings off-street.

Pavement mechanical sweeper trial

In late October / Early November 2019 Veolia will trial the Tennant 636 subcompact pavement sweeper and/or the Tennant 500ze electric subcompact pavement sweeper. As the images suggest the units are virtually identical other than how they are powered. The 500ze has the added benefit of low-noise running which can be advantageous in Town Centre areas when carrying out the early morning cleansing before the between 06:00 and 08:00 to bring them up to standard.

The Tennant 636 Pavement Sweeper



The Tennant 500ze Electric Pavement Sweeper



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Following any town centre duties, the pavement sweepers would then be deployed to assist the barrow sweepers delivering high quality, uniform standards of cleansing on footways.

Mechanised pavement sweepers raise the profile of the cleansing services to the public and improve the perception of the service.

With this level of assistance from the mechanical units the barrow sweepers can concentrate their efforts on using hand tools to cleanse the channels between parked cars that is impossible for the assigned channel sweepers to access.

Although these machines have limited capacity (0.75m³ in the ze model or 1.0m³ in the diesel powered 636), the proximity of Mitcham to the Viridor Beddington site will allow the machines to be productive.

If we are successful in securing a sub-depot in Mitcham and the trial is successful, Veolia's desire is that any subcompact would be mobilised from the sub-depot and would also tip there directly into a 20m³ RORO bin to further increase the productivity.

Public Rights of Way (PROWs)

Veolia have been in discussion with the Assistant Director to address improvements in the service delivery in the Public Rights of Way (PROWs) using a dedicated staffing resource. The discussions have centred around the sole use of the Sheltered Team to undertake this work, allowing them to work together as a team with the required level of supervision.

Re-evaluation and Progress

Although operations are still ongoing, we aim to see an improved and sustained level of performance. Veolia will be arranging for a further Borough inspection with the Cabinet Member, Director and Assistant Director to demonstrate the improvements made and the challenges we face. During the monthly contract meetings, we will report on the progress made to the LIP until the completion of the identified actions.